

~~ADMINISTRATIVE - INTERNAL USE ONLY~~*Hold - not sent*

ORD-1211-67

28 February 1967

MEMORANDUM FOR: Mr. Robert M. Chapman, D/ORD

SUBJECT : Administrative Office/ORD, Problems and Plans

## 1. PLANS

(a) The current plans of the Administrative Office involve primarily, upgrading the performance of the office in order to relieve the front office and the divisions of as much administrative detail as possible, as well as to simplify and update present procedures. Much of the planning involves extensive utilization of a computer to perform certain tasks which now involve quite a bit of time for posting and typing. For most efficient utilization, we envision an on-line time-sharing console located in the Admin. Office which will provide a CRT display and a limited amount of hard copy as required.

(b) The current format of the R & D computer run has been extended in order to add essential information to the data base and to increase the utility of that base for use in the program being developed in Analysis. This new program will enable us to search, by key word or words, for possible duplications of R & D work and will provide an almost unlimited amount of flexibility in the handling of the data in the base. This base has been extended to provide budgetary information without interfering with the R & D contract information. In addition it is planned to utilize two small programs which are nearly complete, for certain personnel listings and for security clearance files. These programs should permit the Admin. Office to provide the divisions with their current shopping lists and schedules, up-to-date information on contract status, eliminate the necessity for the tedious typing and retyping of budget estimate forms, compile and print out the obligation abstracts for the Office of Finance, and to provide a central record, easily searched, of personnel for whom contact clearances have been requested and granted.

## 2. PROBLEMS

(a) The basic problems in the effective operations of the Admin. Office concern the failure of the divisions to adhere to administrative procedures which have been distributed to them over your signature, and the continuing lack of communications in areas of concern to this office. Far too often we are not included in, or at least informed of, discussions concerning budget, reprogramming, personnel, security, and contract

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actions until it becomes necessary to furnish back-up information or to correct errors which may have been made. One example is in the handling of the [redacted] project blue books. We have discussed in staff meetings, the improper use of "EYES ONLY" as a security safeguard and asked that it be stopped. As the result of the flap with [redacted] last week, it was discovered that [redacted] was supposed to be in the COMINT channel and the documents therefore are being improperly controlled.

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(b) Requirement which are laid on by the Admin. Office are sometimes ignored, or, the response is made to the EO. If there is a question on the item, it is often adjudicated without benefit of the Admin. Office input.

(c) There is a completely unrealistic approach in the present method of scheduling contract actions. As of 13 February there were 204 items on the list of projects which were to be let in FY 67. Of these, 179 have had some type of rescheduling action, other than a simple shift in the submission date or the actual submission of the blue book. Also, each time the Division Chiefs submit an updated schedule, it is followed by blue books which did not appear on the schedule. An increasing number of books are being submitted for which funds are no longer available due to reprogramming by the division concerned.

### 3.- SUGGESTIONS

(a) The solution to the problems stated in 1. (a) and 1. (b) is to require conformance to current instructions. These instructions are flexible enough to cover most of the situations we deal with in ORD. The problems concerning communications may require another briefing of the Division Chiefs on the responsibilities of the Admin. Office.

(b) Before advancing a suggested solution to the planning problem, I would like to propose a slight change in the structure of the Admin. Office and a change in titles. Under this change the B&F Officer and the Administrative Officer would become the Comptroller/ORD and Chief/ Management Staff respectively to conform more closely with DD/S&T front office organization and the Administrative Office would become the Plans and Management Staff. The Comptroller would function as at present with the prerogative of reporting to the D/ORD outside of channels should the situation so require. The Chief/Management Staff would report as at present. Charted, this would appear:

PLANS & MANAGEMENT STAFF	CHIEF/MGMT. STAFF
COMPTROLLER	
	PERS
	LOG
	SEC
	FIN

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This change would not require an increase in manpower, with the possible exception of a full time Security Officer. Some consideration should be given to increasing the number of support personnel, when and if, the on-board strength increases above current ceilings. Roughly the number of support personnel should be 12% to 15% of the on-board strength if the office is to provide effective support.

(c) The responsibilities of this Plans and Management Staff could be broadened to include active planning and administrative reviews. The Comptroller and Chief/MGMT Staff would be the cadre for a group which would include the SA/D/ORD and the SA/E/D/ORD and would review proposed contract actions and on-going contracts with the Division Chiefs and Project Officers in order to make recommendations to the Director/ORD concerning blue books and active contracts which may be of questionable value in light of current requirements, or which appear to be in trouble.

(d) Meetings of the Admin. Staff and the front office, held on a regular basis, say once a week, to discuss current problems could be of benefit, and could possibly catch some potential trouble spots before they become full-blown crises.

4. I believe that the over-all performance of the Admin. Office has improved markedly since coming to the Ames building but it can be improved much, much more. [redacted] and I have discussed the preceding items on numerous occasions and feel that implementation of the suggestions would give a great boost to the effectiveness of the office.

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[redacted]  
 Administrative Officer  
 Office of Research and Development

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